

EOTA – Business Process

	<p><i>Document Title:</i></p> <p>Skill Set/Training Process</p>
	<p><i>Document Number:</i></p> <p>MGTP-002 Rev. 11_0502</p>
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<p><i>Parent Document:</i> Q-001, Quality Manual</p>	<p><i>Notify of Changes:</i> EOTA Employees</p>
<p><i>Referenced Documents:</i> MGTF-002 Skill Set Model, MGTF-003 Training Review/Record, MGTF-004 New Employee Checklist, MGTF-005 Departing Employee Checklist, MGTF-006 Position Descriptions</p>	

Revision History:

Rev.	Description of Change
A	Initial revision
B	Made minor, non-content editorial changes based on internal audit results
08_0805	Minor, non-content editorial changes based on internal audit results
09_0902	Updated position descriptions of responsible individuals. Refined process.
10_0826	Updated flowchart and process text.
11_0502	Updated reference list, modified verbiage for clarification, updated QAM responsibilities and deleted reference to employee file.

I. Purpose

To define the model for recording training and evaluation results in support of employee skills for work affecting product/service quality. Employees are recognized as having the required skill on the basis of an evaluation method and an Evaluator as defined in the MGTF-002, Skill Set Model (MGTF-002 includes the Template & Active document). The Skill Set Model, in conjunction with MGTF-006 Position Descriptions, MGTF-003, Training Review/Record, and employee resumes and/or applications will serve as the basic record of education, training, skills, and experience.

II. Scope

This process applies to all EOTA employees.

III. Responsibility

Employee – The employee is responsible for reviewing their Skill Set Model and working with their FM in completing the planned actions. In addition, the employee is responsible for maintaining awareness of the relevance and importance of their activities and how they contribute to the achievement of the quality objectives.

Program Manager/Designee (PM1) – Responsible for the overall management of the Skill Set Model, maintaining the Position Descriptions, resumes and/or applications, resource allocation, and ensuring the scheduled and completed training and Skill Set Model entries are recorded.

Functional Manager (FM) – Responsible for identifying individual employee Skill Set/training requirements, coordinating required training and evaluation, determining training outcomes, and annual reviews of all individual employee specific entries on MGTF-002, Skill Set Model.

Evaluator – Responsible for evaluation outcomes of skills or training and determining if employee skills are sufficient to accomplish specified tasks after training is completed. The evaluator may be any person designated by PM1 as possessing the skill to conduct/perform the evaluation.

Project Manager (PM2) – Working with the respective FM and QAM, responsible for overseeing MGTF-004, New Hire Employee Checklist, and MGTF-005, Departing Employee Checklist.

Quality Assurance Manager (QAM) – Responsible for maintaining MGTF-004, New Hire Employee Checklist and MGTF-005, Departing Employee Checklist and for completing a periodic review of the Skill Set/Training to confirm currency.

IV. Definitions

Actions – The method used to augment an employee’s knowledge concerning work affecting product/service quality or to assist the employee in acquiring the knowledge. Actions may include reading assignments, school or course registration, conference attendance etc....

Skill Set – A capability requirement for an individual to perform a specific task or carry out an identified process.

Skill Set Model – The matrix that describes the relationship between the EOTA employees and the activities that define the skills associated with the position and EOTA processes. In addition, the matrix may include anticipated training needs and assist PM1 in identifying limitations with regard to resource allocation. The Skill Set Model includes Knowledge, Skill and Certification/Re-certification sections.

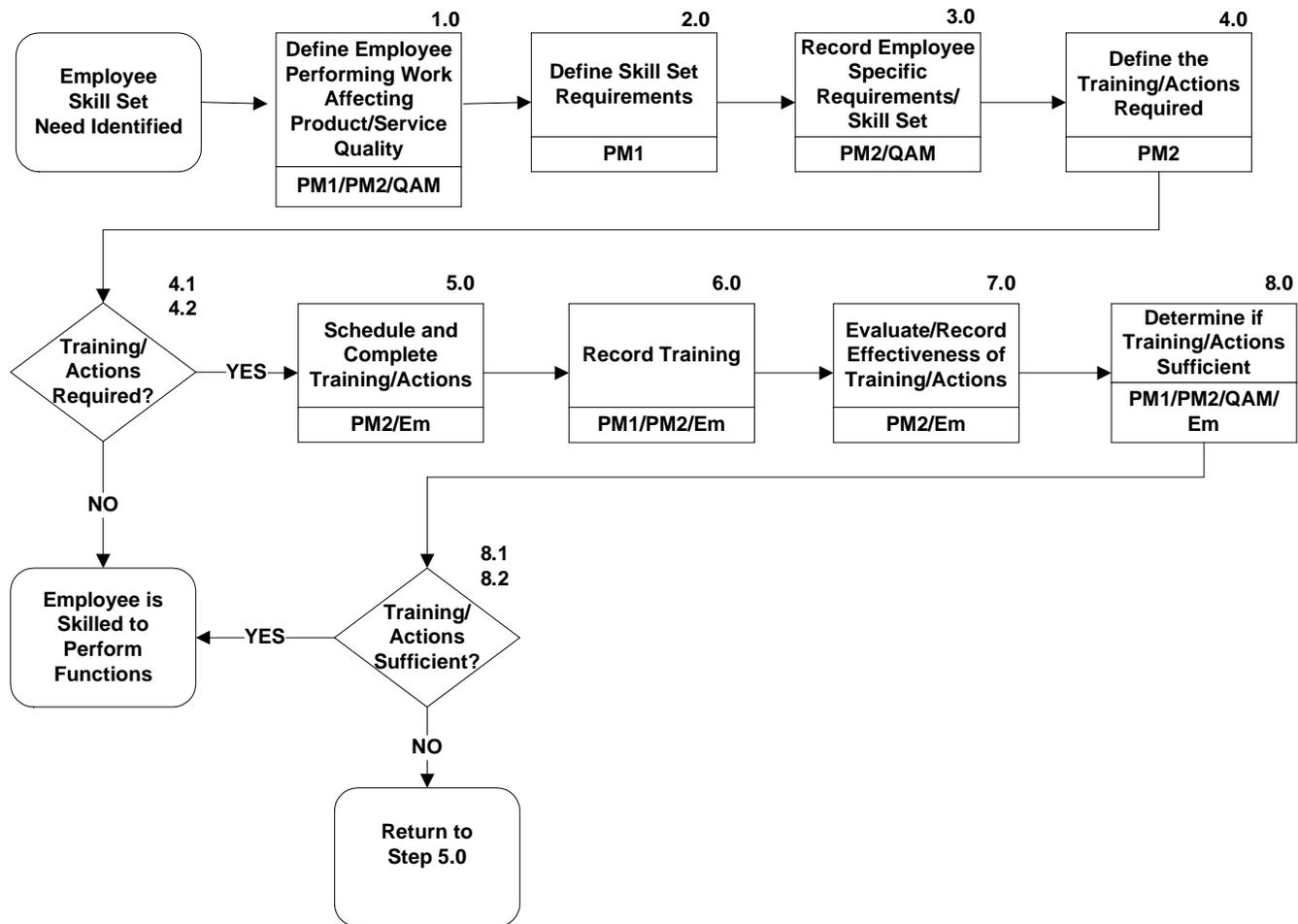
Knowledge – Area of the Skill Set Model that consists of the processes and other requirements such as Foundation Documents and position-specific process requirements specified by FMs for their employees.

Skill – Area of the Skill Set Model that consists of position description-related skill requirements or other skills identified by PM1 relevant to the organization. Other skills may include Internal Auditor, interpersonal skills, management skills, computer-related skills, etc.

Certification/Re-certification – This area of the Skill Set Model requires evidence of Certification, such as a CDL License, a Certificate of Completion, or other documentation of satisfactory completion.

Training – The method utilized to impart process or work function knowledge to the employee, leading to a demonstrated skill set. Training may be formal education, short courses, on-the-job training, process counseling, or other like method.

V. Process



1.0 Define Employee Performing Work Affecting Product/Service Quality

The PM1 will identify employees who perform work affecting product/service quality. In the event the employee is a new employee, the PM2/QAM will generate MGTF-004, New Employee Checklist, and with the PM1 ensure that actions related to the checklist are completed.

Certification and Re-certification requirements will be identified and recorded for each employee by the PM1/PM2.

2.0 Define Skill Set Requirements

Utilizing MGTF-006, Combined Position Description, managerial input, and an employee interview, the PM1 will define the skill set requirements that will enable the employee to execute the job functions. Employee input is strongly desired to ensure the addition of skills is advancing the employee in his/her desired area of growth.

3.0 Record Employee Specific Requirements/Skill Set

Upon identification of the requirements to execute the job functions, the PM2 or QAM will integrate the employee information in MGTF-002, Skill Set Model, which describes the relationship between the employee and the required skills and certification/re-certification.

4.0 Define the Training/Actions Required

The PM2 will define the Training/Actions required to achieve the required skill, or augment the knowledge requirements necessary for the employee to execute the job function.

4.1 If Training/Action is required, then proceed to Step 5.0.

4.2 If Training/Action is not required, the employee is identified as having the required skills to perform the job function or the employee's position does not require the job function.

5.0 Schedule and Complete Training/Actions

The employee and/or the PM2 will schedule the training or actions necessary. Once scheduled, the employee is required to be proactive in the completion of the Training/Actions.

6.0 Record Training

As a result of the Training/Actions, the employee will either sign MGTF-003, Training/Review Record, as evidence of training or the Course Instructor will provide the employee with evidence of completion in the form of a certificate or *like method*. In the absence of either of the above, the employee or PM2 is responsible for providing the PM1 with a written notification of course completion/attendance that will serve as a record of the training. At minimum, the Skill Set Model is the record of training completion.

7.0 Evaluate/Record Effectiveness of Training/Actions

The employee, working with the PM2 or designated evaluator, will determine the effectiveness of Training/Actions. This evaluation may include a review of the identified course goals and their achievement, a demonstration of the acquired skill, a skill assessment/test or other method as identified in the Skill Set Model.

8.0 Determine if Training/Actions Sufficient

The PM2 or evaluator will determine if the Training/Actions are adequate for the employee to perform the work affecting product/service quality.

- 8.1 If Training/Actions are sufficient, the PM2, QAM or evaluator will annotate completion on the MGTF-002, Skill Set Model. The employee is then considered having the identified skill set(s) necessary to perform the quality-related activities.
- 8.2 If Training/Actions are not sufficient, return to Step 5.0. If reasonable effort to train skills is deemed to be ineffective, the PM1 may investigate and implement administrative action as required based on organizational needs/contract requirements.

Working with the employee, the PM1/PM2/QAM will update the Skill Set Model in conjunction with the performance evaluation (or at minimum annually), as applicable. A record of the Skill Set Model review date is annotated in the employee's Skill Set Model record.

For departing employees, the PM1 will ensure that MGTF-005, Departing Employee Checklist, is used as part of the discussion with the employee. Working with the PM1 and employee, PM2/QAM is responsible for ensuring the Checklist is electronically filed in the Departed Employee tab prior to the employee's departure. The QAM is also responsible for moving the employee's Skill Set Model record to the Departed Employee tab.